# 1.  MEASURES OF SUCCESS

1.1   The following table sets out the measurable success factors for the transformation programme.

| BENEFIT REF | BENEFITS | KPI or ACTION | How the Transformation strategy contributes to the benefit | Baseline if app. | RBWM target | |
|---|---|---|---|---|---|---|
| | | | | | 2016/17 | 2017/18 |
| Tx Ben 1 | Financial management | Savings targets are achieved. | • By maximising opportunities for sharing services with public and third sector partners;<br>• By implementing a mixture of operating models for the provision of our services, achieving sustainable savings;<br>• By develop models of delivery to be achieved through contractual arrangement, grants or other funding mechanisms. | £20.3m savings by 2020 (Local Government Settlement 2015) | £5.7m | £5.5m |
| Tx Ben 2 | | New income is realised from commercial trading activities | • By developing our  commercial / trading activities and opportunities to spin out services, part of services and/or new services through RBWM Commercial Services; | <£80K (TWO5NINE) | >£250K | >£500K |
| Tx Ben 3 | | Cost of service (per transaction) is known and used in planning for services | • By use of a business intelligence to ensure decisions are taken based on appropriate information | | | |
| Tx Ben 4 | Reduced council tax (real) | % real terms reduction in council tax | • By continuing to put residents first and ensure that efficiencies we achieve can be passed onto them. | Band D Rate (£906.95 excludes £18.14 ASC precept) | - | 10% |
| Tx Ben 5 | Increased resident satisfaction | % of residents who are overall very satisfied or  fairly satisfied with RBWM | • By consolidating services in the customer functions and the back office support functions so they are more efficient<br>• By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents<br>• By engendering a culture of customer service excellence across the council<br>• By providing effective, efficient services and delivering first time resolution to customer queries | 61% (2015 residents survey) | 70% | >80% |
| Tx Ben 6 | | % fewer complaints received (and measurement of compliments) | • By consolidating services in the customer functions and the back office support functions so they are more efficient<br>• By creating customer focused services, utilising technology, and our assets across the Borough, to improve services to residents<br>• By engendering a culture of customer service excellence across the council | 720 (estimate 2015/16) | 600 (Approx. 15%) | 500 (Approx. 30%) |
| Tx Ben 7 | | % of residents accessing services '24/7' | • By increasing the number of channels available at different locations and at different times<br>• By improving the transactional capability of our website and how it interfaces with back office systems;<br>• By developing a 'my account' feature for residents so they can apply, pay for and track services online | To be baselined (by April 2017) | TBC | TBC |
| Tx Ben 8 | | IPMR | • Targets being reviewed currently | | | |
| Tx Ben 9 | | % external audits scored as 'good' or better | • By ensuring managers are focused on outcomes and organisational priorities | To be baselined (by April 2016) | TBC | TBC |

| BENEFIT REF | BENEFITS | KPI or ACTION | How the Transformation strategy contributes to the benefit | Baseline if app. | RBWM target | |
|---|---|---|---|---|---|---|
| | | | | | 2016/17 | 2017/18 |
| Tx Ben 10 | | % of residents satisfied with the way their complaint was handled? | • By engendering a culture of customer service excellence across the council | Currently Not Measured | 60% | 80% |
| Tx Ben 11 | | % of key outcomes achieved | • By ensuring managers are focused on outcomes and organisational priorities | 66% (2014/15) | 80% | 100% |
| Tx Ben 12 | Increased partner satisfaction | % of partners who are overall very satisfied or satisfied with RBWM | • By focusing on working together with partners to achieve targets and shared priorities for residents. | To be baselined (by July 2016) | TBC | >90% |
| Tx Ben 13 | Increased staff satisfaction | % of staff who are satisfied with RBWM as their employer | • By recognising staff for their contribution to the services they provide for our residents<br>• By providing clear direction and leadership over the future of services and the organisation | 47.5% (2013) 42.6% (2014) 45% (2016) | 60% | >80% |
| Tx Ben 14 | | % of staff who have confidence in the leadership skills of their manager | • By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; | 64.04% (2016) | 70% | 80% |
| Tx Ben 15 | | % staff who agree their manager exhibits the CREATE values the majority of the time | • By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; | 60.64% (2016)<br><br>55.8% (2013 – in relation to people they work with) | 70% | 80% |
| Tx Ben 16 | | % of staff who have confidence in the leadership skills of the senior leadership team | • By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; | 35.97% (2016) | 60% | 75% |
| Tx Ben 17 | | % staff who agree members exhibit the CREATE values the majority of the time | By improving our communications and trust between member and senior leaders | Currently Not Measured | TBC | TBC |
| Tx Ben 18 | | % of staff who agree the senior leadership team exhibit the CREATE values | • By developing managers who have the tools and techniques of management and an appreciation of the essential role of leadership; | 21.77% (2016) | 70% | 80% |
| Tx Ben 19 | | % of staff who agree they would be happy to be still working at the council in 12 months time | • By creating a strong outcomes focused organisation supported by a can do culture | 56.8% (2014) 52.57% (2016) | 70% | >80% |
| Tx Ben 20 | Successful project management | % project objectives met in full | • By developing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; | Not Measured | 70% | 75% |
| Tx Ben 21 | | % of projects completed to the right quality, on time and to original budget | • By developing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; | Not Measured | 70% | 75% |
| Tx Ben 21 | | % project objectives not achieving completion | • By developing managers who are able to manage change and project management and who can employ an agile approach to delivering beneficial outcomes; | Not Measured | TBC | TBC |